

**STATE OF WASHINGTON  
DEPARTMENT OF FISH AND WILDLIFE  
DIRECTOR'S OFFICE**

June 15, 1999

TO: All WDFW Employees

FROM: Jeff P. Koenings, Director

**SUBJECT: DIRECTOR ADVISORY COMMITTEE DECISIONS AND PERSONNEL  
CHANGES**

As you all know, several months ago we initiated a wide-ranging review of long, unresolved Departmental issues. With the formation of Director Advisory Committees, staff members from across the state began an in-depth look at many aspects of the Department, including reporting structures, roles and responsibilities, business practices, and communications processes and training procedures. The committees ultimately were charged with making recommendations to me on how to improve or clarify these and other operations so employees could focus on the functions critical to their success and the Department's success.

The committees' work has been completed and I have now made my decisions based on their recommendations. I want to thank everyone who took the time to participate in this important endeavor and the thoroughness you brought to it. You either met or exceeded my expectations. Upon reading the recommendations, I realized addressing these issues, especially those concerned with roles and responsibilities, was more complex than I anticipated. Also, the scope of issues raised during the committees' work was greater than I ever imagined. In addition to the staff advice, I attempted to make sure I, too, was thorough and sought input not only from employees but from constituent groups, legislators, tribes, and others outside the Department.

Attached is a copy of the decisions, which become effective July 1. Some of the changes prompted by the decisions will be carried out in phases over the next two to four months. Please read them carefully. Your supervisor should be able to answer any questions you may have after reading the document, or you may contact my office. I'm still in the process of refining some decisions, and minor adjustments could occur.

It's important to keep in mind that these decisions re-focus this Department toward fish and wildlife science and the other key functions necessary for our success. I do not expect the decisions to cost additional dollars or to displace employees. To the extent that there are changes in management personnel, impacts to employees working under these managers should be minimal. I do expect the final decisions to bring clearer direction and clearer accountability to

the Department, allowing it to operate efficiently as a single Department with a single vision. While the TKW Consultants were not organizational experts, I believe the decisions are consistent with the intent of the TKW Consultant's report, which recommended that the agency streamline business practices and fix fragmented supervisory reporting structures.

**FOCUS AREAS:**

- Regional Directors now will report directly to me. This change will free up Regional Directors to spend more time as policy representatives for the Director's Office, thereby increasing the Department's presence on the local level. At the same time, the ability of Regional Directors to facilitate budget changes to meet local needs has been strengthened through the creation of a budget adjustment process. Budget authority has been expanded to allow the Department to adapt more freely to changing local needs.
- A chief scientist position will be located in each resource program, a reaffirmation that our Department must assume the scientific lead in fish and wildlife matters. We always say that science is the compass of resource management and we need to insure that happens.
- A separate intergovernmental policy group will be formed to take the lead in the development of natural resource and ecosystem policies. Phil Anderson, who has been serving as a Special Assistant to me, will head this effort.
- I have also filled a position to focus strictly on Quality Initiatives, a need created by the Governor's 1997 Executive Order. Sara LaBorde, Regional Director in Region 6, has agreed to oversee this effort as a Special Assistant reporting to the Director's Office.
- The size of the new Executive Management Team is smaller to make it more efficient, and the roles and responsibilities of district teams have been better defined. The roles and responsibilities of Assistant Directors, Regional Directors, Regional Program Managers and Captains have also been spelled out. For example, Regional Program Managers and Captains will now report to supervisors in Olympia. Their responsibilities will be determined by annual work plans developed jointly by the Regional Directors and Assistant Directors and the employee.
- The Habitat Program will not include a lands component. Management of the Department's lands will be focused under the Wildlife Program.

**PERSONNEL ACTIONS (effective July 1):**

- Bruce Bjork will continue to be the Assistant Director of the Enforcement Program.
- I will be retaining all of the Regional Directors. Steve Keller will be acting as the Regional Director of Region 6.
- Bruce Crawford, Assistant Director for the Fish Program, will move to the helm of Licensing to oversee several key initiatives, including the commercial fishing license buyback and implementation of the Department's automated licensing system. Lew Atkins will be serving as Acting Assistant Director for Fish.
- Elyse Kane, Assistant Director for the Habitat Program, will move to the Wildlife Program to head up Lands - a position for which she is uniquely qualified. Greg Hueckel will be acting as the Assistant Director for the Habitat Program.
- Dave Brittell, current Assistant Director for Administrative Services, will assume the Assistant Director's job in the Wildlife Program, a position he had previously held and for which he is well qualified. Jim Lux, the Department's present comptroller, will serve as Acting Assistant Director for Administrative Services (renamed Business Services).
- Mike Kuttel, who has served as Assistant Director for the Wildlife Program, will head up public involvement and outreach services. Mike has a keen interest and extensive experience in these areas and will lead the Department's new extension services.

The Department will hold an open, competitive recruitment for the Business Services, Fish, and Habitat Assistant Director positions, as well as the Region 6 Director job.

And finally, as you review the proposed organization charts you will notice that for a couple of the programs there are two organization charts. One is the current organization (Phase I), and the other represents where we want to be in the future. There is still a great deal of work to do before significant organization shifts take place. Also, keep in mind that the number of boxes do not reflect the number of positions or FTEs being considered. Rather, they reflect the functions that we need to collectively address for each program. If you are unable to print the organization charts, they will be available in the regional offices or programs for your review.

In closing, I hope to personally visit each region in the very near future to explain the changes in more detail and answer questions.

# DIRECTOR'S ADVISORY COMMITTEE DECISION

**Roles: What should be the role of the Management Team? What should the Management team decide? Who should participate on the Management Team?**

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## **Director's Decision:**

We are no longer going to have a management team as constructed and operated in the past. However, there is a need for a smaller executive management team as well as for a larger coordination team to represent the entire agency and regional management teams. These are the new functions and structure.

### Executive Management Team:

Consisting of: Director, Deputy Director, Assistant Directors, Comptroller and *ad hoc* members as needed.

The Executive Management Team will focus on *ad hoc* problem-solving of Agency policy issues; and Agency policy review. Make decisions that cross program and cross regional lines, make agency level decisions. Codify and communicate decisions and make Agency level work plan and budget allotment decisions.

### Director's Coordination Team:

Consisting of: Director, Deputy Director, Assistant Directors, Regional Directors, Personnel, Comptroller, Public Affairs.

The Coordination Team will represent the entire Agency and will focus on implementation of policy decisions, communication and coordination. The team will ensure coordination of our activities to meet our mission as directed by statute and the Fish and Wildlife Commission. The team will bring forward critical issues to the internal and external to the agency and will be the discussion forum for critical issues. The Coordination Team will have once/week update meetings with Regional Directors via conference call.

Emergent issues need to come forward at these meetings.

### Coordination Team *Ad Hoc* Working Groups:

When there is a problem or special project, an *ad hoc* sub-group will be appointed to develop and bring options and recommendations back to the Coordination Team.

Assignments tracked by:	Deputy Director
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# DIRECTOR'S ADVISORY COMMITTEE DECISION

## **Management Teams (Continued)**

### **Regional Management Team:**

Chaired by the Regional Director, the Regional Management Team consists of the Regional Fish Program Manager, Hatchery Operations Manager, Wildlife Program Manager, Habitat Program Manager, Lands Coordinator, Enforcement Captain, and Office Manager. Meetings will occur prior to statewide Coordination team conference call.

The Regional Management Team will meet every week to identify current and emergent issues, develop regional implementation strategies, communicate and coordinate.

- ▶ For both the Executive Management Team and the Coordination team there will be strong leadership from the Director's office. We will rotate a Coordination Team member quarterly to assist the Deputy Director in determining schedule, long-range topics or issues, decisions, meeting management.
- ▶ For all meetings there will be an advanced agenda, preparation, review, sound meeting management practices, follow-up and follow-through; and a permanent record .

## **What's the best role for district teams?**

### **Director's Decision:**

- ▶ The best role for ad hoc district teams is agency response to localized issues. Our expectation of district teams is that a planned meeting will be held at the district level, monthly or semi-monthly, for information sharing, discussion and coordination between programs. Meeting notes, including attendance will be forwarded to Regional Director. Regional Director will be held accountable to ensure District meetings are held. Each District Team will identify a team lead to schedule, develop agendas and conduct meeting. Depending on the issue, district teams may include staff from Olympia or other regions or districts, or Regional Program Managers or Regional Director.
- ▶ Teamwork is important and everyone in the agency needs to be considered a team member. Teamwork will occur in the field, in regional and district offices, in the headquarters offices in Olympia, and at other work sites around the state. Teamwork involves discussions of problem areas and solutions.

**Assignments tracked by:**

**Deputy Director**

# DIRECTOR'S ADVISORY COMMITTEE DECISION

## Where should agency policies get developed and by whom?

### Director's Decision:

#### Agency Natural Resource policies

- ▶ The new Intergovernmental Policy Group will take the lead in the development of natural resource and ecosystem policies. The lead in each policy area within the Intergovernmental Policy Group will be held accountable to coordinate with program leads. The Director makes the decision on all Agency policy.

#### Administrative Policies (Commission Requests, Reporting Thefts, Inventory Control, Personnel Policies, etc.)

- ▶ A standing policy committee is created to be the final review before taking administrative policies to the Executive Management team for adoption. This *ad hoc* committee is to review current policies, determine what is policy and what is procedure, ensure that all staff work has been completed and may develop policies. Committee consists of field representative, WMS, Coordination team, bargaining unit, director's office and appropriate technical specialist. The committee will receive training on policy development. Director's letter of 5/5/99 outlines a three-phase process to accomplish implementation.
- ▶ Establish a "user-friendly" policy manual, ensuring adequate distribution to and access by employees.
- ▶ Short-term policy direction given in letters and memos should include a time limitation for effectiveness; otherwise, the policy should be formally adopted by the Director.
- ▶ Everyone in the chain-of-command has an obligation to implement policies and plans. Staff in the regions have that responsibility for their respective geographic area. Implementation involves choosing among acceptable standards and actions necessary to implement a policy.
- ▶ There will be an expanded distribution of proposed policies via e-mail for review and comment.

Assignments tracked by:

Deputy Director

# DIRECTOR'S ADVISORY COMMITTEE DECISION

## **Where should program policies get developed and by whom?**

### **Director's Decision:**

- ▶ The Program Assistant Director appoints a cross-regional team with Olympia to develop draft policy options, using completed staff work that considers implementation issues.
- ▶ Program-unique policies and plans are developed within the program chain-of-command which must be consistent with Agency policies.
- ▶ Policies and plans that affect other programs are developed with those affected programs and reviewed by the Executive Management Team and approved by the Director.
- ▶ Pre-policy development, Assistant Directors and Regional Directors will provide notification of initiating policy development to ensure coordination and participation of affected parties.

## **How should agency policies get implemented and by whom?**

### **Director's Decision:**

- ▶ All managers and supervisors are responsible for ensuring implementation of policies and procedures. All employees are responsible to follow agency policies; with access to a simple, brief policy manual.
- ▶ Once policies and plans are approved by the Director, employees should expect a clear set of expectations from the Director's office associated with the policy. All staff will be held accountable for implementation.
- ▶ Program policies are those that are program unique and are not used with other governmental entities.

**Assignments tracked by:**

**Deputy Director**

# DIRECTOR'S ADVISORY COMMITTEE DECISION

**Do reporting relationships matter? Under what conditions and sideboards should either Assistant Directors or Regional Directors supervise staff? Do reporting structures and relationships need to be the same for all five programs? Do reporting relationships need to be the same for all work units within programs?**

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## **Director's Decision:**

Yes, reporting relationships matter. There must be clear lines of accountability and clear expectations of employees and supervisors.

We agree that regional supervision provides the greatest cross-program strength within a region; and central supervision provides the greatest statewide program and agency consistency. There is also added value, for our constituents and employees, to establish agency-wide management principles:

### **Assistant Directors:**

- develop policy and sets budget
- facilitate or ensure cross-program coordination
- provide clear supervision of program staff including regional program managers and captains
- provide clear expectation to staff to ensure program implementation consistent with Agency policy at central and regional level
- keep regional directors updated on issues and program status and work jointly to develop regional program manager work plans
- initiate budget adjustments through the budget adjustment form

### **Regional Directors**

- are the Director's representatives in a specific geographic area
- play a visible, active role in the legislative process at the direction of Director
- lead cross-program coordination and enhance communication
- ensure implementation of Agency policy
- monitor clear expectations of regional program managers and captains
- supervise office staff
- ensure and facilitate Agency is meeting salmon recovery objectives
- keep assistant directors updated on program issues occurring in the field
- work jointly to develop regional program manager work plans
- initiate budget adjustments through the budget adjustment form

### **Regional Program Managers and Captains:**

- are members of the regional management team
- keep regional director updated on issues and program status
- help generate and then operate from a work plan jointly-developed by the regional director and assistant director
- supervised by the deputy assistant director

<b>Assignments tracked by:</b>	<b>Deputy Director</b>
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## DIRECTOR'S ADVISORY COMMITTEE DECISION

**Should a Regional Director have authority to shift funding within the region between programs without Assistant Director approval? What checks and balances should go with it? How much and how often?**

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**Director's Decision:**

- ▶ Regional Directors can shift funds between programs with a strong collaborative process with the appropriate Assistant Director(s) and the budget office. Assistant Directors can move money between regions with a strong collaborative process with the appropriate Regional Directors and the budget office.
- ▶ A Budget Adjustment form (BAF) will be developed to facilitate the above process.
- ▶ Budget changes that affect other programs, or that are of a significant magnitude to change program direction statewide, should be resolved by the Director's Office.

**What level in the organization should you be held accountable for expended funds? Does accountability come with the receipt of an Agency Financial Reporting System (AFRS) report and the responsibility for tracking actual revenues and, or expenditures?**

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**Director's Decision:**

- ▶ Accountability is at the allotment authority level.
- ▶ Accountability and responsibility comes with the receipt of the AFRS report. Employees with signature authority will be involved in the allotment aging process.
- ▶ Budget training will be part of the mandatory supervisory training.

**How should the agency build incentives into its budget and spending process to reward efficient and effective use of agency funds?**

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**Director's Decision:**

- ▶ A small, budget-process work group will be assigned to develop accountability documents, performance measures and incentives for efficient and effective use of funds. Possible incentives include:
  - The program saving the money retains part of it for program improvements
  - Recognition in Agency awards program, etc.

Assignments tracked by:	Deputy Director
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## DIRECTOR'S ADVISORY COMMITTEE DECISION

**Who should have signature authority, on what items and dollar amounts? How many signatures are necessary and at what levels? Who should be accountable for the purchase?**

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### Director's Decision:

**Signature Authority:** Whoever is given the allotment, i.e., the employee with signature authority. Examples: Captains, complex managers (Subject to State, Federal, and contractual obligations, and requirements.)

**Dollar amount limits:** At level of budget allotment, up to \$2,999; \$3,000-\$9,999 supervisor signature required; and \$10,000 and above, AD and supervising RD signatures required.

Managers have the authority to manage existing budgets, within their respective sphere.

**In the context of good business practices, what elements should the purchasing and signature authority policy contain? What should the process be?**

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### Director's Decision:

Policy number POL M1006, signature authority matrix, and associated procedures have already been reviewed by the Purchase Order Work Group. Any revisions necessary to reflect and clarify roles and responsibilities, and decisions made as a result of the Advisory Committee work will be incorporated by the work group.

Suggestions for improving the purchasing process:

- Issue a Credit Card (like the Forest Service) or ID card for field purchases.
- Fiscal office to develop and present training on the following as part of the mandatory Supervisory Training to be held in the fall of 1999:
  - procedures
  - time frame
  - who's authorized to do what

Assignments tracked by:	Deputy Director
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# DIRECTOR'S ADVISORY COMMITTEE DECISION

## **Who should be holding you accountable for living within your allotment plan?**

### **Director's Decision:**

Employee with signature authority is responsible to hold himself or herself accountable, as is the supervisor, up through the chain-of-command.

- ▶ Ensuring accountability through effective supervision is one of the components of the mandatory supervisory training to begin in the fall of 1999.
- ▶ Adherence to allotment schedule will be reviewed as part of annual evaluation.

## **Once your allotment plan has been established, it is your responsibility to live within those estimated expenditures. What are the consequences of overspending?**

### **Director's Decision:**

Consequences for individuals are:

- Corrective action, up to and including dismissal
- Performance evaluation item as needed

Consequences for Programs include:

- Programs will realign activities to live within budget level.
- Over expenditures are paid back unless another agreement is reached
- Programs with over expenditures have to set money aside for a contingency fund to keep from over spending in the next fiscal year.

## **Who is responsible for completing purchasing paperwork correctly? What incentives should be in place to complete the paperwork correctly? Who is accountable for making the paperwork correct?**

### **Director's Decision:**

Purchaser is responsible for completing the paperwork correctly, as is the person with allotment authority.

Purchaser and supervisor are accountable for making the paperwork correct; supervisor provides consequences after review of performance and as part of annual performance evaluation.

- ▶ Part of mandatory supervisory training is to make agency staff proficient in budget and purchasing procedures.

**Assignments tracked by:**

**Deputy Director**

## DIRECTOR'S ADVISORY COMMITTEE DECISION

Give us a model to get all of us on the same page; and a method for measuring our success.

### *Director's Decision:*

*The Director will provide strong leadership, and clear communication to all staff about agency resource policies, what the direction of the agency is and where we are going, as well a performance measures.*

- How well each employee can explain agency policies is a measure of success.*
- We will hold people accountable to those policies.*
- Once the agency policy is developed, our overall strategy is to initiate a public process in carrying it out.*

What specific actions/processes should we implement to enrich cross-program coordination? Be as specific as possible. How do we measure if your new model is working?

### *Director's Decision:*

- ▶ There should be cross-program meetings scheduled on a regular basis in the NRB, as is occurring at district and regional level, to discuss common issues and share information. The frequency of these meetings should be driven by issues and should occur at least monthly.*
- ▶ Look toward achieving access to GIS. This technology will be made available as soon as possible to staff to use in communication of project information and in coordination efforts as part of the on-going I/S consultant work.*
- ▶ We spend a substantial amount of time in internal meetings. It is important that we run our meetings efficiently. Sound meeting management techniques should be used including agendas, meeting minutes, and draft decisions. Public Affairs will publish a one or two-page information document for agency managers to make better use of meeting time.*

## DIRECTOR'S ADVISORY COMMITTEE DECISION

*If the Department's 1999-01 operating budget request items are not funded by the 1999 Legislature, we have an important decision facing us before we complete the budget allotment process in June. How do we decide whether to do them?*

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### *Director's Decision:*

- ▶ *Assistant Directors and Regional Directors will review the initial criteria used in 1998 to develop the 1999-01 budgets. They will revise criteria based on the Director's requirements of success and legislative mandates; and distribute a final list of criteria through managers to staff.*
- ▶ *Programs and divisions should review the criteria and confirm, then modify or change priorities using consistent formats. Ramifications of the unfunded items should be clearly defined and stated.*
- ▶ *Program staff reassesses the items included in the 10% reduction exercise that the agency went through for the Governor's 7% General Fund-State reduction exercise to see if funding can be made available for new unfunded budget request items that may be a higher priority.*
- ▶ *The agency will complete 99-01 budget analysis and identify existing funding gaps. The Director's Office will select a small work group to complete this evaluation. Budget decisions will be made by the Director and clearly communicated to all employees.*
- ▶ *Within the process outlined, the agency will integrate legislative actions, TKW report recommendations, and previously identified priorities for programs into the criteria to be used.*
- ▶ *Allotments will be in the hands of agency managers prior to the beginning of the next biennium.*

## DIRECTOR'S ADVISORY COMMITTEE DECISION

*What is the best business approach to give the Department focus and a collective understanding of where we intend to go over the next six years?*

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### *Director's Decision*

- ▶ *There is a need for a department strategic plan that plots the course of the agency for a minimum of six years (three biennia). The strategic plan must include program priorities, measurable objectives, outcome measures, workload expectations, efficiency measures, and an evaluation of strategic risks and opportunities.*
- ▶ *The strategic plan builds the overall big picture for the entire agency, while the annual work plans build the specific outputs, measurable objectives, and performance measures for each work unit in the department to address the longer term strategic plan.*
- ▶ *The Director's Office is establishing links with private partners to help the agency develop a process and product. Within the next biennium (1999-2001) a strategic plan will be developed integrating many of the on-going processes that will be important elements in the strategic plan, such as the TKW report recommendations, salmon recovery cornerstones, information strategic planning, and Director's Reports.*
- ▶ *The Director will finalize up to 10 critical elements as "Requirements of Success" to include the Governor's quality initiatives and a strategic plan will be developed to accomplish these key elements over the next two to four years.*
- ▶ *The 99-01 budget will have to serve as the primary strategic plan for the 99-01 biennium.*

## DIRECTOR'S ADVISORY COMMITTEE DECISION

*How will the agency, through its employees and supervisors, identify what work gets done and what work doesn't get done?*

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### *Director's Decision*

- ▶ *A clear communication of expectations will be an inherent part of budget decisions, and will reflect what will and what will not be accomplished. Budget decisions will result in work expectations. Each employee has the right to know and understand what work is expected of him or her.*
- ▶ *It is expected that a "contract" will be established between every employee and supervisor in the first quarter of the new biennium. There will be a collaborative co-development of work plans -- assistant directors and regional directors will collaborate on the Regional staff work plans.*
- ▶ *Agency priorities must be in work plans, and goals must flow from the Fish and Wildlife Commission to the agency to programs to regions and field staff. A work plan formalizes in writing what we do, and allows for peer review, critical evaluation and for meeting performance measures.*
- ▶ *Work plans define what work gets done and what work doesn't get done. Everything cannot be a number one priority.*
- ▶ *A work group will collect examples of good work plans and recommend a format and process to be used this biennium. Final decisions will follow strategic plan development.*

*What level of performance detail should the programs send to the regions to be successful? What do the regions need from the programs to be successful at meeting the targets?*

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### *Director's Decision:*

*To be successful, the process of identifying expected products is a cooperative effort between headquarters and the regions. Within the work plan development process, flexibility for regional temporary staff adjustments to address peak issues should be included. Measurable outputs, time lines, standards, and performance measures must be provided.*

*Regions need work plans, jointly developed between all persons involved, that set clear expectations, budget support, and a feedback loop/evaluation. Other important components include routine communication, advocacy for program and Legislative support. A standard will be included for how much unallotted time should be reserved in a work plan.*

Assignments tracked by:	Deputy Director
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## DIRECTOR'S ADVISORY COMMITTEE DECISION

*What approaches can be used to reduce the threat to Department employees, when and if, their jobs change?*

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### *Director's Decision:*

- ▶ *The Director's Office, and this agency, values employees. We believe that employees can learn new tasks and new skills. If change becomes necessary, we will not create an unnecessary position to create a "soft landing" for anyone. However, when new tasks are assigned due to changes in programs or priorities, e.g., ESA or funding increased to meet agency needs, supervisors will be sensitive to those employees who accept new tasks and will allow them adequate time to get their bearings.*
- ▶ *There will be direct communication with affected employees. Each employee has a right to know from the appropriate person if their position is changed. There will be consequences for inappropriate sequence of communications of sensitive information regarding reduction-in-force and other major changes to an employee's duties.*
- ▶ *Each employee should have an understanding of the problem and the criteria used to determine priorities.*
- ▶ *The department will maintain clear communication throughout the process. It is also important to establish an open process for discussion of reduction issues.*
- ▶ *The Personnel office will lead/coordinate a third-party review of existing RIF and promotion policies to ensure recommendations are incorporated.*



# DIRECTOR'S ADVISORY COMMITTEE DECISION

## How can the Department communicate best?

### *Director's Decision:*

*The ability to communicate with each other is critical. Communication must be prioritized with a focus on e-mail and strategic use of scheduled meetings.*

- ▶ *Our goal is to have all employees connected to e-mail;*
- ▶ *Conduct an analysis of how to connect all employees to a common voice messaging system;*
- ▶ *All mediums of communication need to be uniform, accessible, standardized and dependable for everyone.*
- ▶ *Technology needs to be upgraded to maximize electronic opportunities.*

*We have begun the acquisition process for necessary equipment to improve the communication process. Additionally, we have hired an Information Systems Communication consulting group to develop an I/S strategic plan.*

*The agency technology requirements will be evaluated by the consultant, and will result in a long-term technology plan.*

- ▶ *A comprehensive agency personnel directory will include best way to notify an employee: E-Mail address, fax, mailing address, fastest mail service (campus vs. U.S. Mail vs. FAX), radio call numbers, home e-mail addresses (with employee consent).*
- ▶ *An expanded WDFW Information/Topical Directory, will identify who should receive public inquiries.*
- ▶ *An employee newsletter implementation strategy will be developed by Public Affairs. We currently have a quarterly Business Report; quarterly Information Systems newsletter; quarterly status reports about the progress of the Director's Advisory Committee recommendations; and a quarterly newsletter is planned in the Personnel Office. The feasibility and possibility of integrating these existing methods of communication as "chapters" of an employee newsletter/paper will be part of the implementation strategy.*

## DIRECTOR'S ADVISORY COMMITTEE DECISION

*The Information Systems Communications consultant will review technology related recommendations:*

- *Standardized software/hardware is a priority(e-mail access)*
- *Decrease cost of GroupWise e-mail access by use of local Internet service providers;*
- *Less downtime for remote users*
- *Improved GroupWise performance*
- *Make IS responsible/empowered for software continuity;*
- *Improved support for regions and field;*
- *Evaluate our ability to connect all employees to a common voice messaging system*
- *At least all supervisors connected immediately. Supervisors have responsibility to check and share with those who report to them;*

### *Opportunities to Improve:*

- *Produce agency communication standards and guidelines manual*
- *Establish communication standards for each of the following communication methods, which will include a standard time frame to respond:*
  - *Written documents (letters, memos, reports, etc.)*
  - *e-mail*
  - *Voice Mail (Simon)*
  - *Intranet site for sharing problems, solutions and comments agency-wide. (e.g. WDFW employee exclusive chat rooms, E-bulletin boards, news groups, etc.)*
- ▶ *The recommendation for Fish and Wildlife Week needs further evaluation, however, a full week is too long. The Director's Office, with a small work unit representing each program will develop costs/benefits to the agency, including both formal and informal benefits.*
- ▶ *The recommendation for Video Conferencing needs further evaluation. A report to programs outlining the costs and possible uses of this technology will be delivered by Public Affairs, working with Information Systems.*
- ▶ *A schedule will be developed for the Director and Deputy Director to meet with each region and each program annually.*
- ▶ *Information flow standards will be developed by the I/S Communication consultant review and the Director's Office, using the complete communication tools assessment contained in the Advisory Committee Report. Each tool identified will be sent to the appropriate program for a recommendation and action.*
- ▶ *The recommendation for expanded use of the Internet and Intranet is being reviewed by the I/S Communication consulting group.*

### TOP TEN COMMUNICATION TOOLS

Assignments tracked by:

Deputy Director

## DIRECTOR'S ADVISORY COMMITTEE DECISION

### *“WHERE WE WANT TO BE”*

<i>Communication Tool</i>	<i>Comments</i>
<i>E-Mail</i>	<i>The goal is to have all employees connected. The acquisition of needed technology has begun.</i>
<i>Voice Messaging</i>	<i>This recommendation needs further study. We will conduct a cost/benefit analysis of how to connect all employees to a common voice messaging system.</i>
<i>Intranet</i>	<i>The recommendation for expanded use of the Intranet is being reviewed by the I/S Communications consultant.</i>
<i>U.S./Campus Mail</i>	<i>We will continue to use this tool as appropriate.</i>
<i>Employee Newsletter</i>	<i>Public Affairs will develop an implementation strategy.</i>
<i>Fish &amp; Wildlife Week</i>	<i>This recommendation needs further evaluation; however a full week is too costly. A small work unit will develop cost/benefit analysis.</i>
<i>Internet/WDFW Homepage</i>	<i>The recommendation for expanded use of the Internet is being reviewed by the I/S Communications consultant.</i>
<i>News Briefs</i>	<i>Public Affairs will continue to use this tool.</i>
<i>Internal Staff Meetings</i>	<i>We will continue to use this tool, with an emphasis on efficient meeting management techniques. A schedule will be developed for the Director and Deputy Director to meet with each region and each program annually.</i>
<i>Public</i>	<i>The recommendation about the use of this tool needs further clarification.</i>

Assignments tracked by:

Deputy Director

## DIRECTOR'S ADVISORY COMMITTEE DECISION

### How do we reach an adequate level of training?

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#### *Director's Decision:*

- ▶ *A new employee orientation program has been developed, and is scheduled for critical review in June of 1999.*
- ▶ *The Personnel Office is currently developing a list of mandatory training requirements by job class. When final, it will be shared with agency supervisors at the newly developed agency supervisory training, which will be required training for each supervisor.*
- ▶ *Employee training plans will be completed by the supervisor annually, and all training must be approved by the supervisor.*
- ▶ *A training needs assessment will be developed by the supervisor for each employee during the annual evaluation. A needs assessment is based on: (1) current job duties, (2) reflects critical functions and agency priorities, (3) professional development, job skills development, and (4) legal requirements. This will be part of the mandatory supervisory training in the fall of 1999.*
- ▶ *Communication must occur between the individual employee and their supervisor during the annual evaluation process to ensure training needs are met. The supervisor must ensure that the evaluation process is used to define and provide employee training needs. This will enhance job performance and opportunity for professional development. Every supervisor is responsible for meeting the training plan.*
- ▶ *Integrate training with agency priorities.*
- ▶ *Supervisor and employee will develop best, most effective way of training delivery in annual training plan. Training plans will be part of the Mandatory Supervisory Training.*

## DIRECTOR'S ADVISORY COMMITTEE DECISION

### How do we reach an adequate level of training (continued)?

- ▶ The focus will be on individual training, and money will be allotted for that purpose. **No funds will be allotted at this time for a training coordinator; therefore, some of the following decisions will be the responsibility of the supervisor.**
- ▶ **Ensure funding and time commitment:**
  - Allot funding at program level for annual program level training.
  - One-half of one percent (0.5%) of each employee's salary and benefits will be allotted at the signature authority level for necessary training in the work unit (i.e., individual training that is part of career development plan for professional conferences/job skills, and legally required training.)
  - Training allotments must be related to implementation of agency priorities.
  - Part of agency's contingency fund would provide funding for major agency initiatives that require additional professional development and training.

### Training/Continuing Education - What can we do right away with no funding?

#### **Director's Decision:**

**Supervisors should consider the following tools as ways to increase our training:**

- ▶ Take advantage of professional meetings.
- ▶ Establish a peer mentoring program.
- ▶ Promote on the job training.
- ▶ Use Intranet to disseminate educational materials to employees.
- ▶ Encourage use of NRB Library statewide by electronic link.
- ▶ Dovetail into other agency training opportunities (i.e, DNR cultural resources training, etc).
- ▶ Establish and emphasize Agency commitment to the development of training standards.

## DIRECTOR'S ADVISORY COMMITTEE DECISION

***If the agency is to invest in the professional development of its employees, what is the most effective, practical, and economical way to achieve benefits to the employee and the agency, too?***

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### ***Director's Decision:***

- ▶ ***We are an agency of professionals. Professional meetings are important to maintain long-term credibility with peers, the public and the legislature. They are opportunities for agency staff, and can be an efficient use of time and resources to gain valuable knowledge.***
- ▶ ***All employees must have equal opportunity and access to training. As part of the training plan, employees and supervisors will justify the most effective and efficient training. For instance, supervisors can encourage continuing education requirements; coordinate the needs identified by the employees, and (in some cases) bring in an outside trainer, where appropriate, to address the issues;***
- ▶ ***The following recommendations need further evaluation. Are they feasible? Can we identify agency training resources and include them in the agency directory? Administrative Services will research and make recommendations.***
  - ***Utilize DOP and Federal agencies.***
  - ***Use internal trainers (ensure that the internal trainers are compensated/recognized when and where appropriate.***
  - ***Be aggressive in maximizing the use of our training dollars by having certified instructors on staff (i.e., for blood borne pathogens, first aid, computer support, electro-shocking).***

***Training/Continuing Education -How can we measure progress?***

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### ***Director's Decision:***

- ▶ ***Conduct employee survey to evaluate internal communication, agency morale, training, with established baseline (DOP has model/assessment). Agency may develop up to 50 specific questions;***
- ▶ ***Individual training plans developed;***
- ▶ ***Audit compliance of training plans annually;***
- ▶ ***Mandatory training completed.***

Assignments tracked by:	Deputy Director
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## DIRECTOR'S ADVISORY COMMITTEE DECISION

*Since merger, there have been departmental reorganizations that have had a negative cumulative effect on employee morale. What specific actions can and should be taken by the Director and others to turn that around? What could be done in the short-term and the long-term? Be specific with time lines.*

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### *Director's Decision:*

- ▶ *When change is necessary, it must be evaluated for necessity and impacts. As the landscape of this agency faces changes we have to be able to respond and to evolve to better meet the needs of our constituents, the citizens of this state. Such change can not be viewed as a threat, but as a professional challenge. We need to refocus this agency's resources to meet the needs of a changing landscape e.g. ESA, salmon recovery, selective fisheries, tribal hunting, to name a few.*
- ▶ *The results of this Director's Advisory Committee process must be tracked and communicated to all employees to ensure success. The Director will clearly articulate the decisions derived from recommendations made by these committees as soon as possible. All employees in the agency must be informed of the results. Sufficient time for questions and answers is essential to creating a new direction for the WDFW.*
- ▶ *The Personnel Office will coordinate an employee survey by September 30, 1999 to evaluate internal communication, agency morale, training, with established baseline (DOP has model/assessment).*
- ▶ *The Personnel Office will coordinate the feasibility of incorporating the suggestion box idea into the planned Personnel Newsletter.*
- ▶ *This agency is committed to hiring the best qualified people for available jobs. We will continue to improve early notification for all job openings. Early notification is tied to the I/S Communication plan. All employees will have equal access to opportunities to promote.*
- ▶ *Employee recognition is an important part of the agency, and it will be a part of the upcoming mandatory supervisory training in the fall.*
- ▶ *There will be a "State of the Agency" message every May as part of the Public Service Recognition Week, and agency employees will be recognized. Additionally, the annual employee awards program will continue in the winter.*

Assignments tracked by:	Deputy Director
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# DIRECTOR'S ADVISORY COMMITTEE DECISION

## Agency Identity

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### *Director's Decision:*

- ▶ *The agency needs to reinforce our mission statement. Our own legislative mandates will serve as the agency mission statement for the present time:*

*RCW 77.12.010 says: "The department shall preserve, protect, and perpetuate wildlife. Game animals, game birds, and game fish may be taken only at times or places, or in manners or quantities as in the judgment of the commission maximizes public recreational opportunities without impairing the supply of wildlife."*

*RCW 75.08.012 says: "The department shall preserve, protect, perpetuate and manage the food fish and shellfish in state waters and offshore waters. The department shall conserve the food fish and shellfish resources in a manner that does not impair the resource. In a manner consistent with this goal, the department shall seek to maintain the economic well-being and stability of the fishing industry in the state. The department shall promote orderly fisheries and shall enhance and improve recreational and commercial fishing in this state."*

- ▶ *Public and legislative involvement is a very important component of a successful agency. We all need to make this part of the way we do business.*
- ▶ *We will appoint ad hoc committees for specific projects, such as: marketing, understanding the public we serve, what information they need, and how to reach and involve them.*
- ▶ *Better employee visibility and professional image (uniforms) is important. The Advisory committee has suggested uniforms. The Uniform Committee will brief the Director.*



## DIRECTOR'S ADVISORY COMMITTEE DECISION

- ▶ *The Agency must take the scientific lead in matters involving fish and wildlife issues, and*
- ▶ *keep databases pertinent, up-to-date, and accessible. Know what databases are the most important to get out to the public and focus internally on providing the best information possible on those prioritized databases, and*
- ▶ *constantly compare our agency with the best agencies in the country, e.g., use the International Association of Fish and Wildlife Agencies for this. Identify what they are doing well and emulate their example.*

### External Outreach

*The Director's Office is committed to technical assistance and assisting volunteer groups. In the 1999-01 budget allotment process, this value is further emphasized. Public involvement is a cornerstone in the upcoming biennium, as well.*

- ▶ *Form work group to address identity questions. Extend Director's Committee's work on Agency Identity and external outreach.*